



Public Service Commission

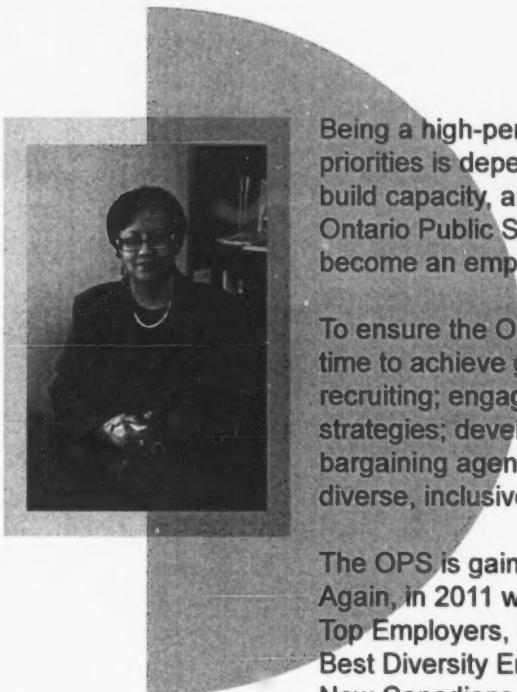
2010/11 Annual Report



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Message From The Chair Of The Public Service Commission.....



Being a high-performance public service that delivers the government's priorities is dependent on our ability to attract and retain diverse talent, build capacity, and engage all employees to achieve results. The Ontario Public Service (OPS) continues to focus on these priorities to become an employer of first choice.

To ensure the OPS has the right people, in the right place, at the right time to achieve government priorities, we are: supporting managers in recruiting; engaging and developing staff; delivering human resource strategies; developing and sustaining strong working relationships with bargaining agent partners; and working with managers to create a diverse, inclusive working environment for all employees.

The OPS is gaining external recognition as a great place to work. Again, in 2011 we have been recognized as one of Greater Toronto's Top Employers, one of Canada's Top 100 Employers, one of Canada's Best Diversity Employers, one of Canada's Best Employers for New Canadians, one of Canada's Greenest Employers, and one of Canada's Top Employers for Canadians Over 40.

We are proud of the significant progress in the past year, and I am confident that we will continue to achieve the goals of a modern public service and first choice employer.

Moving forward in 2011, we are developing the next multi-year OPS HR plan that will take us from 2012 to 2015. HROntario is also supporting enterprise and ministry-level business transformation strategies to implement new ways of doing business and enable the government to achieve its priorities.

Angela Coke
Chair of the Public Service Commission of Ontario

Introduction.....

The OPS continues to focus on positioning itself in the labour market as an employer of first choice. However, like other jurisdictions, we face labour competition from other sectors, looming exodus of retirees, fiscal constraints, changing demographic makeup of the workforce, and increased scrutiny to demonstrate value for money.

The 2010/11 report summarizes Ontario's accomplishments in:

- enhancing Ontario's position as an employer of first choice
- responding to labour market challenges
- reinforcing HR governance and accountability
- building best-in-class HR management practices
- fostering a positive labour relations environment
- strengthening employee engagement.

Public Service Commission and HROntario

The Public Service Commission (PSC) is the governance body that provides enterprise-wide direction for the effective management of human resources in Ontario's public service. More specifically, the PSC is responsible for:

- issuing directives and policies for the effective management of human resources
- ensuring that the employment of public servants is based on non-partisan practices
- considering various employment actions, including appointments at the assistant deputy minister level and dismissals without cause.

HROntario is the arm of the OPS that delivers HR programs and services to ensure that we have the right people, in the right place, at the right time, to achieve government priorities and ministry business results by:

- developing and delivering modern, enterprise human resource strategies, policies, programs and services that enable the OPS to be an employer of choice
- establishing corporate management policies that build an accountable, professional public service
- promoting organizational and service excellence.

HROntario comprises five divisions:

- Centre for Leadership and Learning
- HR Management and Corporate Policy Division
- Employee Relations Division
- HR Service Delivery Division
- Modernization Division.

The Centre for Leadership and Learning is primarily responsible for fostering a leadership/management culture; leading the talent management program; providing executive recruitment services; providing an enterprise approach for attracting and retaining youth and new professionals; providing enterprise learning and development programs; and administering an open and transparent public appointments process.

The HR Management and Corporate Policy Division is responsible for developing and implementing enterprise-wide strategies, directives, policies that support the role of the OPS as an employer, including broad areas related to: staffing; health and safety; wellness; performance management; corporate governance; employment accommodation; corporate compensation, pension and benefits programs; controllership advice to Treasury Board/Management Board of Cabinet regarding agency-related matters; strategic HR planning and enterprise workforce planning; and corporate full-time equivalents strategy and controllership.



The Employee Relations Division is responsible for enterprise-wide labour relations; health, safety and wellness programs; security services including promoting and fostering positive labour relations and collaborative relationships across the OPS; establishing a focused “one employer” approach and facilitating compliance with legislation, collective agreements and policies; and developing, delivering, and monitoring programs and services to achieve progress towards organizational goals.

The HR Service Delivery Division is responsible for the delivery of regional recruitment services; offering day-to-day advisory and operational services; and providing strategic HR business advice.

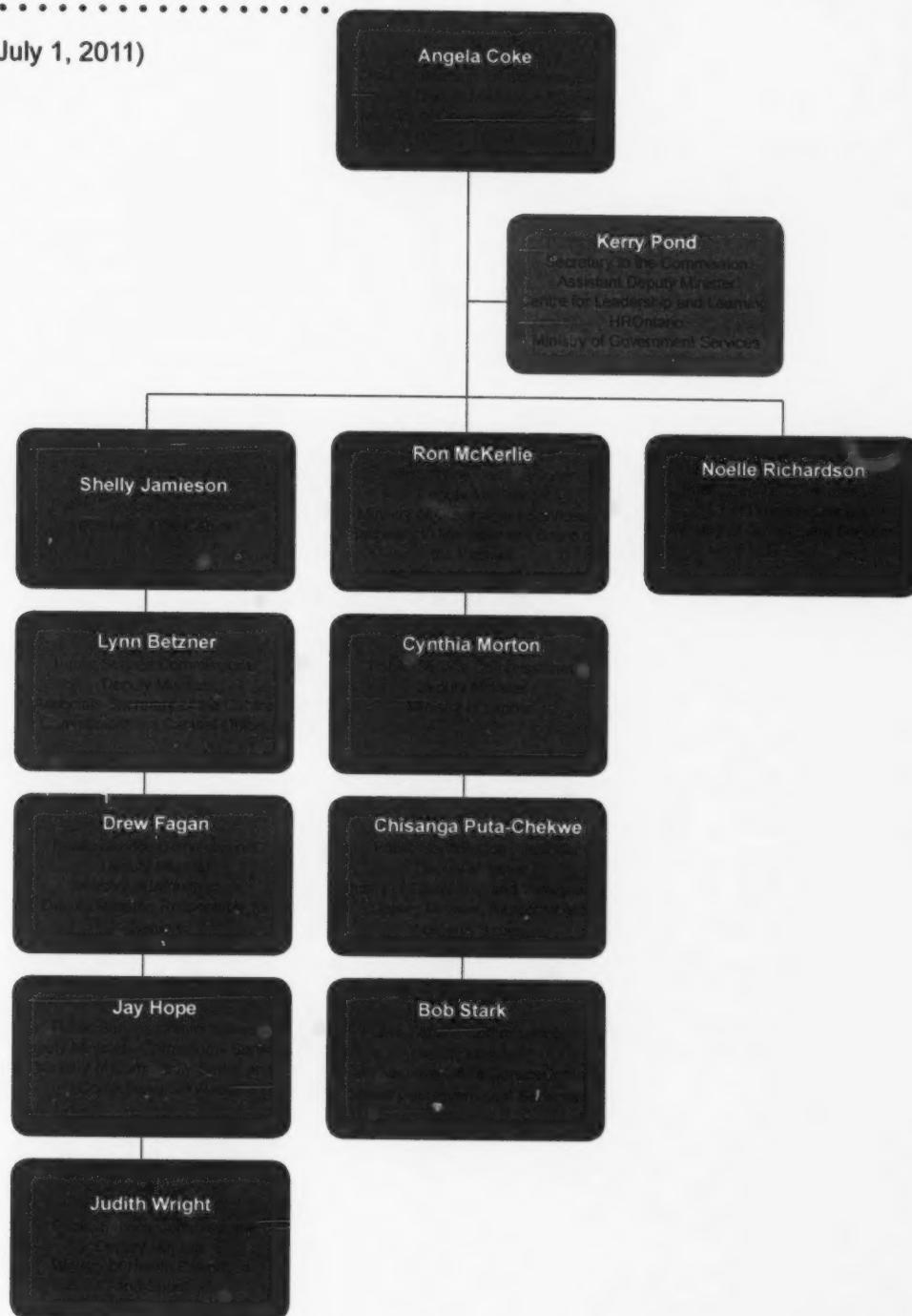
The Modernization Division is responsible for increasing OPS capacity to create, implement and sustain transformational change by providing management frameworks, methodologies, tools, learning and consulting services; managing corporate programs (ideas and innovation, employee engagement, service excellence); and leading and supporting research and transformation projects that advance OPS modernization.

The OPS Diversity Office is a close ally of HROntario, and is responsible for transforming the OPS into a leader in inclusion, diversity, equity, and accessibility at all levels. The Diversity Office promotes consistency across the enterprise by developing plans and guides, such as the OPS Diversity Three Year Strategic Plan and the accessibility multi-year plan to guide the province in its compliance with the Accessibility for Ontarians with Disabilities Act (AODA). The OPS Diversity Office also creates tools such as the OPS Inclusion Lens to support inclusive government initiatives, and the OPS Inclusion Scorecard which helps measure our various activities and monitors our progress.



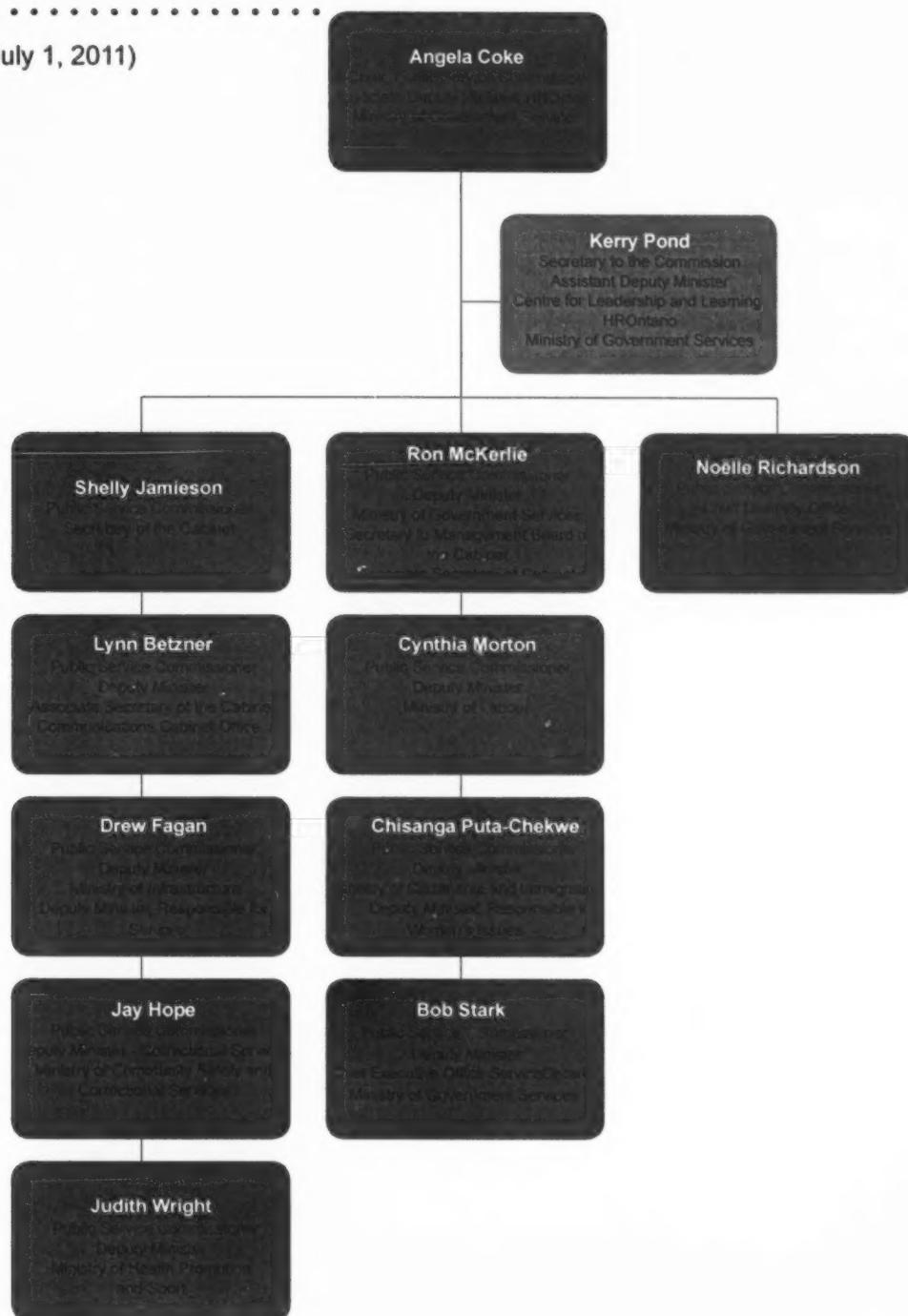
PSC Members Chart

(Effective July 1, 2011)

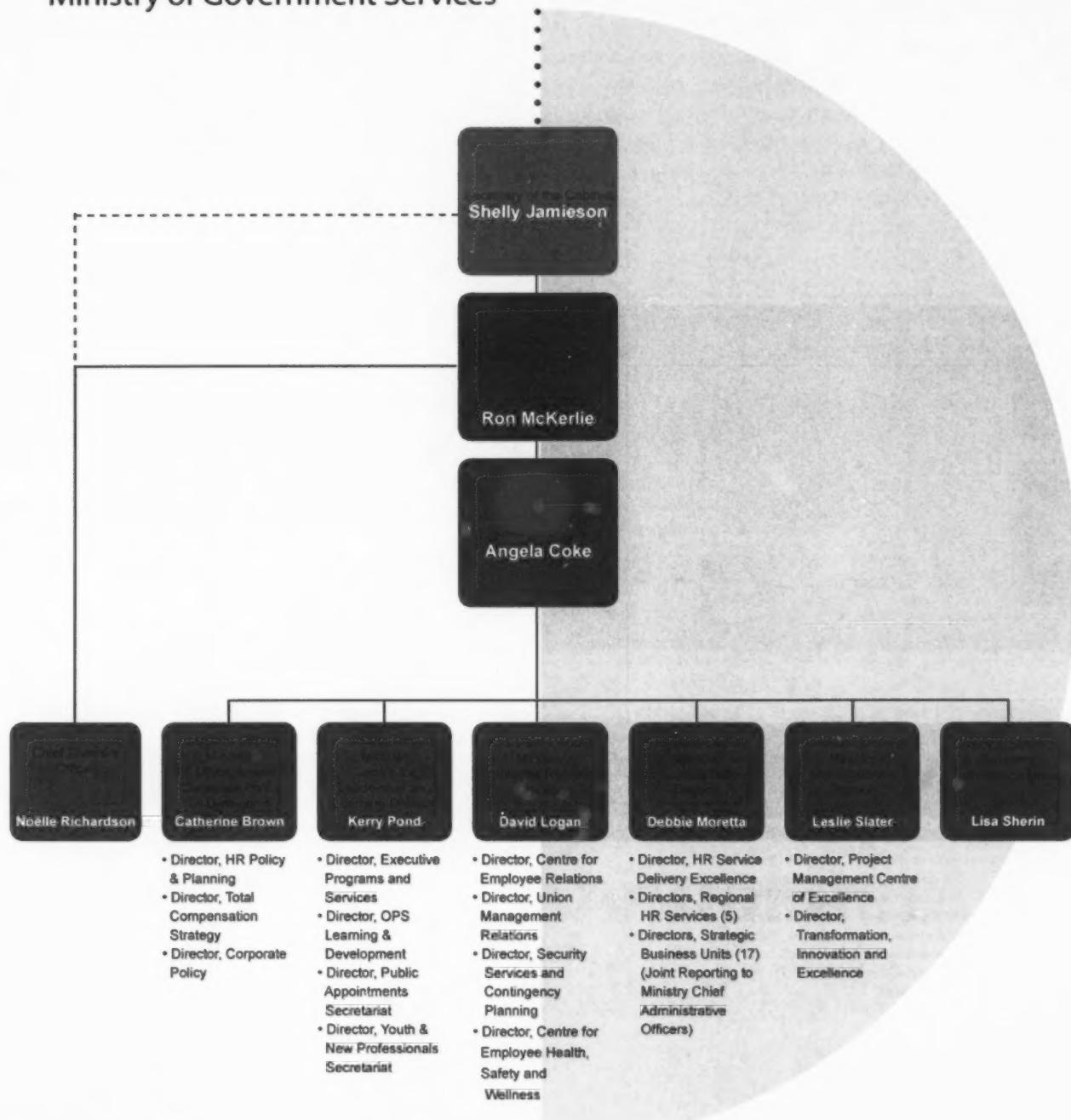


PSC Members Chart

(Effective July 1, 2011)



HROntario Organizational Structure Ministry of Government Services

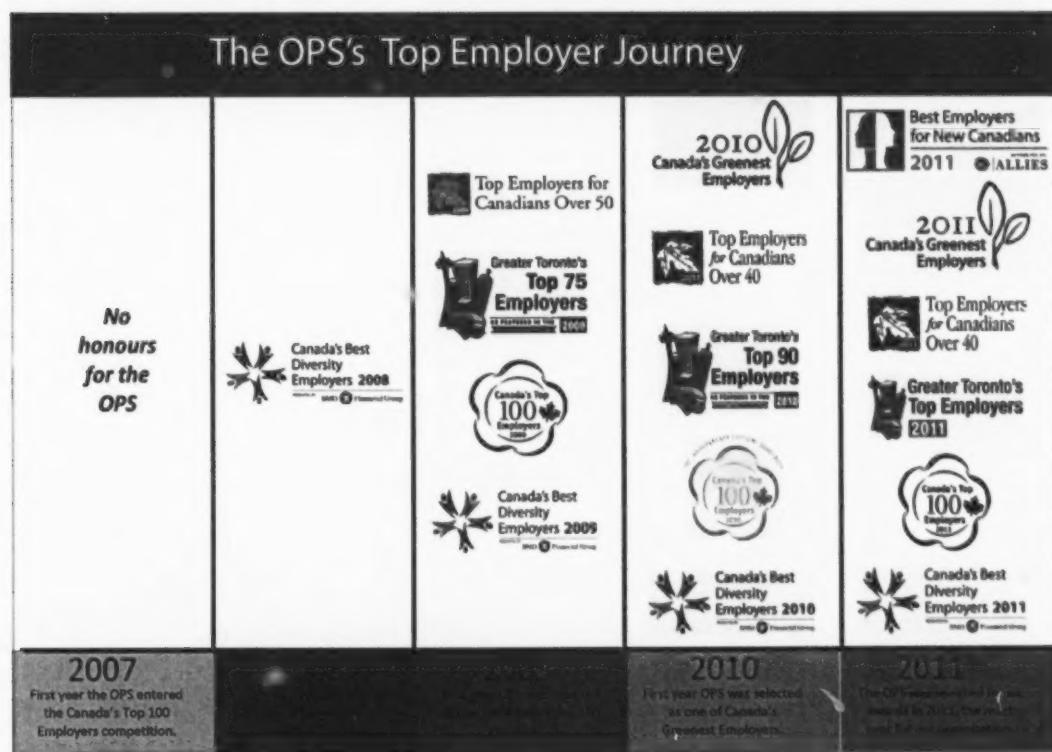


OPS As Employer Of First Choice

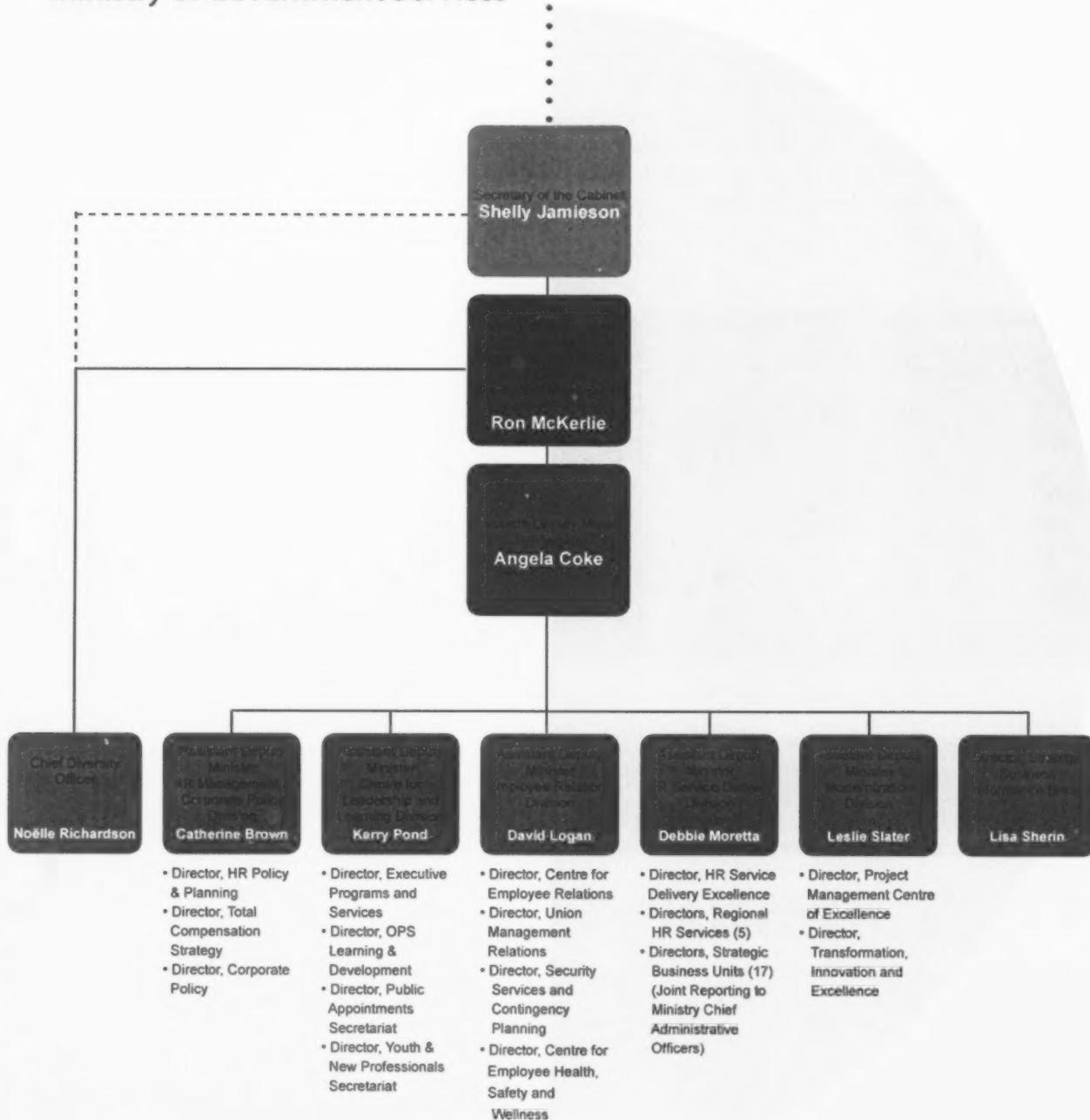
Employment Branding

The OPS continues to differentiate itself from other employers so that we can attract and retain talented individuals that reflect the diversity of the population we serve. The OPS offers a wide range of careers, learning and development opportunities, along with competitive compensation and great benefits including comprehensive pension benefits.

The OPS has landed on six best employer spots. As selected by Mediacorp Canada Inc., the OPS is one of Canada's Top 100 Employers, one of GTA's Top Employers, one of Canada's Best Diversity Employers, one of Canada's Greenest Employers, one of Canada's Best Employers for New Canadians in 2011, and one of Canada's Top Employers for Canadians Over 40. While this external recognition is key for the OPS to be identified as an employer of choice for potential job candidates, it is also a major contributor to our employees recommending the OPS as a great place to work.



HROntario Organizational Structure Ministry of Government Services



OPS As Employer Of First Choice

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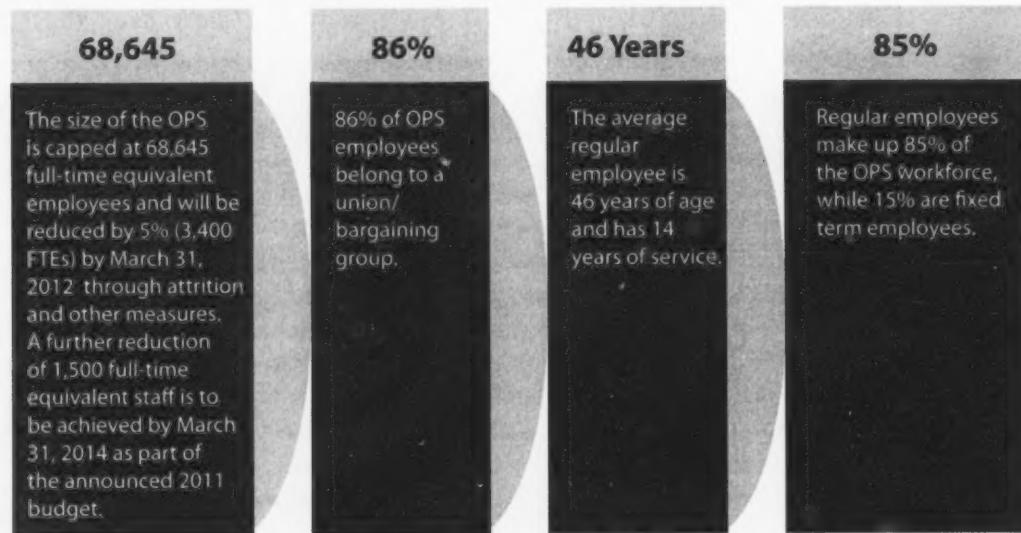
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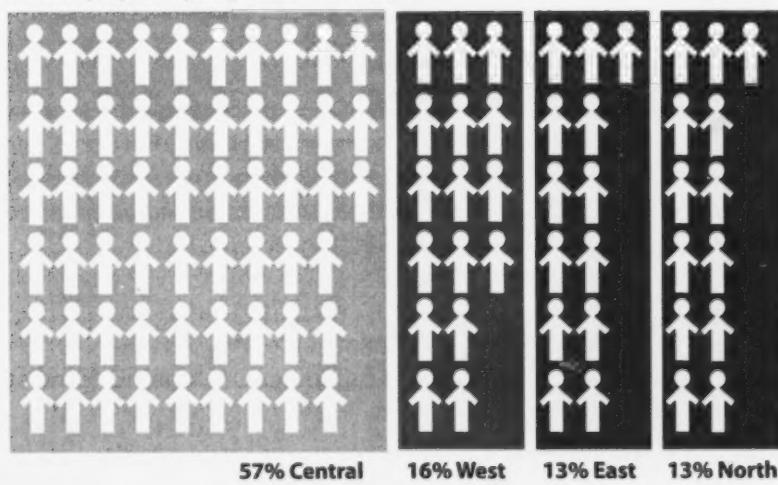
The OPS's Top Employer Journey					
No honours for the OPS		 Top Employers for Canadians Over 50	 Top Employers for Canadians Over 40	 Best Employers for New Canadians 2011	 2011 Canada's Greenest Employers
2007 First year the OPS entered the Canada's Top 100 Employers competition.	 Canada's Best Diversity Employers 2008	 Greater Toronto's Top 75 Employers AS REPORTED IN THE 2009	 Greater Toronto's Top 90 Employers AS REPORTED IN THE 2010	 Canada's Top 100 Employers 2010	 Canada's Top 100 Employers 2011
		 Canada's Best Diversity Employers 2009	 Canada's Best Diversity Employers 2010		 Top Employers for Canadians Over 40
				 Greater Toronto's Top Employers 2011	 Canada's Best Diversity Employers 2011
					2011 The OPS was selected for six awards in 2011, the most ever for our organization.

Our OPS Workforce

What Does the Ontario Public Service Look Like?

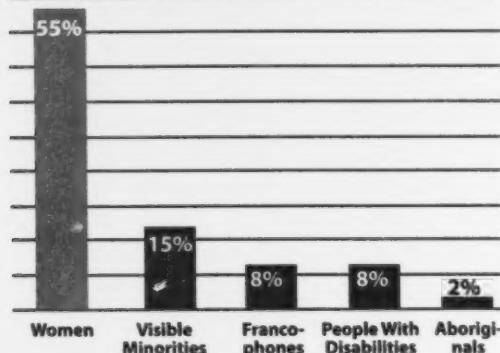


OPS Employees by Regional Distribution



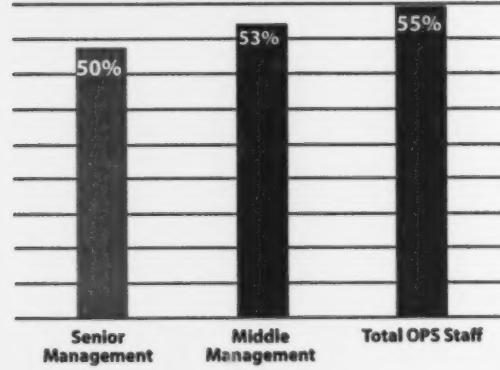
The regional distribution of our workforce is similar to that of the Ontario population with the majority of OPS employees (57%) in the Central region.

Diversity of the OPS Workforce

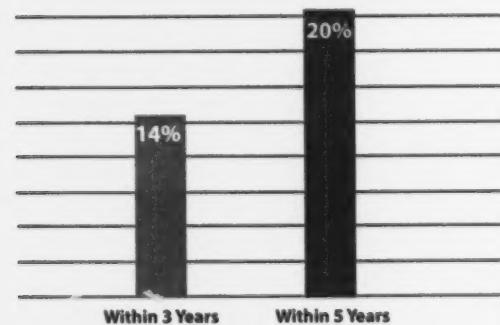


Note: All diversity data, except that of women, comes from the 2009 Employee Survey and therefore is dependent on self-identification.

Proportion of the OPS Workforce that are Women



Proportion of the OPS Employees Eligible to Retire



Our OPS Workforce

What Does the Ontario Public Service Look Like?

68,645

The size of the OPS is capped at 68,645 full-time equivalent employees and will be reduced by 5% (3,400 FTEs) by March 31, 2012 through attrition and other measures. A further reduction of 1,500 full-time equivalent staff is to be achieved by March 31, 2014 as part of the announced 2011 budget.

86%

86% of OPS employees belong to a union/bargaining group.

46 Years

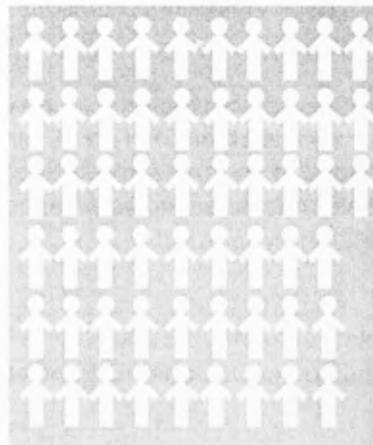
The average regular employee is 46 years of age and has 14 years of service.

85%

Regular employees make up 85% of the OPS workforce, while 15% are fixed term employees.

OPS Employees by Regional Distribution

$\frac{1}{10} = 1\%$



57% Central



16% West

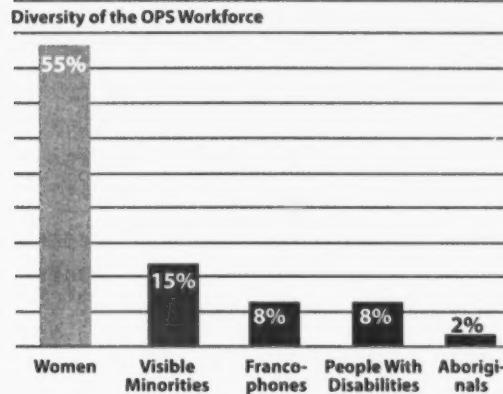


13% East

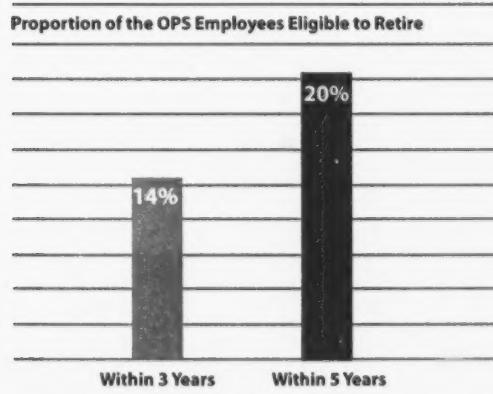
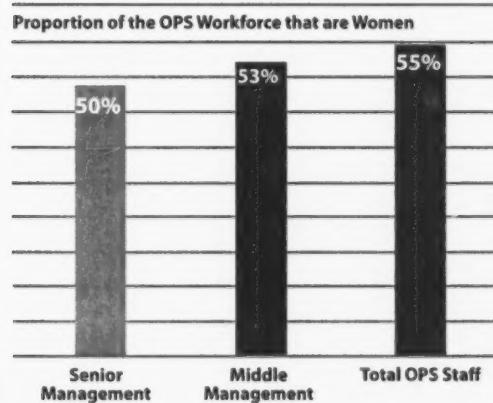


13% North

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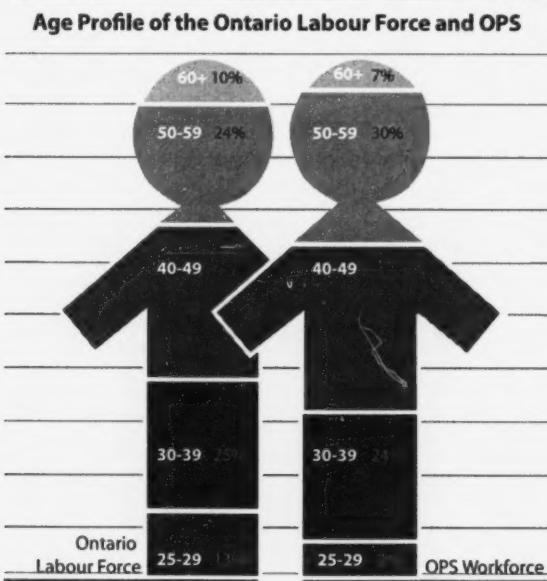
Labour Market Challenges

Size of the Ontario Public Service

On December 2, 2008, the government announced new measures to show restraint in the face of economic uncertainty. The size of the OPS was capped at 68,645 full-time equivalents (FTEs). As part of the budget tabled on March 26, 2009, the government also announced a five per cent reduction (approximately 3,400 full-time employees) in the size of the OPS over three years (by March 31, 2012). This target is being met through attrition and other measures. To date, the OPS is on track to meet the five per cent reduction. As part of the 2011 Ontario Budget, the government has committed to a further reduction of 1,500 full-time equivalent staff to be achieved by March 31, 2014.

In comparison to the overall working population of Ontario, there continues to be proportionately more workers aged 40-plus in the OPS workforce and fewer employees in the under-30 age category.

Age Profile of the OPS Workforce and Ontario Working Population



Breakdown of Ontario labour force (2010) and CPS workforce by age bracket, does not include employees under the age of 25.



Age and Retirement

Of regular employees aged 55 years or older, most are already qualified or are close to qualifying for one of the various retirement factors. It is estimated that 28 per cent of senior managers and 25 per cent of middle managers will be eligible to retire within the next five years. It is important to note that not all employees leave immediately upon becoming eligible to retire. The average retirement age has gradually increased over the last few years, from 58 years in 2004/05 to 59 years in 2009/10.

Those Employees with an Earliest Retirement Eligibility Date During FY 2006/07 and FY 2007/08 Who¹

Retired	FY 2006/07	FY 2007/08
Within 6 months	33%	33%
Within 2 Years	51%	53%
Within 3 Years	59%	N/A

¹Data in the above table is cumulative (e.g., retired within two years includes retired within six months).



Workplace Diversity

The OPS recognizes that by fostering an inclusive organization we will be better able to recruit the best talent from a diverse population, respond to the needs of diverse communities, improve our services and service delivery, and increase employee engagement.

In 2008, the OPS established the OPS Diversity Office and appointed its Chief Diversity Officer. A three-year OPS Diversity Strategic Plan was developed to steer the organization toward its vision of a diverse and inclusive organization that delivers excellent public service and supports all employees to achieve their full potential.

Our strategic diversity goals include:

- embedding diversity objectives and outcomes in policies, programs and services
- building a healthy workplace free from harassment and discrimination
- reflecting the public we serve at all levels of the OPS workforce
- responding to the needs of a diverse population.

The strategy was motivated by the concept of driving change from a solid foundation and four key strategies were established: informed, committed and competent leadership; behavioural and cultural transformation; mainstreaming and integrating diversity; and, measurement, evaluation and reporting. The strategy focused on empowering staff and managers to 'be the change' they would like to see in the OPS by becoming a champion of inclusion, and by furthering each of our four key strategies under the OPS Diversity Strategic Plan.

In 2010, the OPS Diversity Office defined their desired outcomes for the remainder of the three-year Diversity Strategy. The key drivers continue to be leadership commitment and accountability, communication, and measurement. Our priority initiatives will focus on people, processes and measures.

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Focus on Accessibility

Barriers come in many different forms – there are physical and technological obstacles that restrict access to work and services, as well as systemic and attitudinal barriers that prevent employees with disabilities from achieving their full potential.

That's why the OPS is taking a coordinated and collaborative approach to identifying and removing barriers to accessibility, with the goal of creating an accessible Ontario by 2025. The following are just a few key accomplishments to date:

- Ontario is the only jurisdiction in Canada to legislate a comprehensive accessibility goal (2025)
- Ontario is the first jurisdiction in the world to move from complaints-based legislation to a modern regulatory regime in accessibility
- Ontario is the only jurisdiction in the world to require public- and private-sector organizations to train their staff on accessible customer service practices.

The OPS Diversity Office has established a Disability Advisory Council (DAC) to strengthen the voice of employees with disabilities as we plan to meet compliance with new accessibility regulations under the Accessibility for Ontarians with Disabilities Act. DAC will also work to further develop the leadership capacity of staff with disabilities, with a broader goal of supporting the province's journey toward a barrier-free Ontario by 2025.

In 2010, the OPS Diversity Office began working with broader public sector partners to explore how the North American International Organization for Standardization accessibility standards (access for all) technology can create a more inclusive public service where all employees are able to access personalized, barrier-free, accessible e-training quickly and affordably. Moreover, in June 2010, the OPS Diversity office partnered with the Disability Network, an employee driven network in the OPS, to host the annual Accessibility Expo with a focus on invisible disabilities, primarily mental health issues. For the first time ever, the expo was webcast allowing employees across the province to participate.



Governance and Accountability

Governance and accountability are elements of a modern HR management system and essential for high-quality, cost-effective public service delivery.

OPS Human Resources Plan

The OPS HR Plan 2008-2011 includes strategies to help the OPS meet its vision of being an employer of first choice. We are making progress against several human resource priorities:

- attracting and retaining diverse talent
- building capacity in our leadership and employees
- engaging employees.

A sampling of achievements is provided under HR Management Practices.

With the current plan concluding this year, work has begun to develop a new strategic human resources plan that will continue to enhance business performance through targeted people management strategies.

Modernized Human Resource Management Policy Framework

The OPS has a newly revised HR management directive that establishes the HR governance model and policy framework for enterprise human resource management. The directive provides the organizational context for the *Public Service of Ontario Act, 2006* (PSOA), our enabling public service legislation, which sets out ethical and employment frameworks. The new directive consolidates and streamlines the common principles, requirements and responsibilities that apply to other HR directives and policies. The principles of inclusion and diversity are now embedded in the HR policy framework. A closely aligned directive, the HR Management Delegation of Authority Directive contains provisions related to HR delegation of authority.

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Guide to Public Service Ethics and Conduct

The mission of the OPS is to serve the public interest and to uphold the public's trust. This requires an emphasis on honest and ethical behaviour. We have developed the Guide to Public Service Ethics and Conduct to raise employee awareness of ethical obligations under the PSOA. The guide gives an overview of the key expectations for ministry employees and covers requirements of the ethical framework, other applicable legislation, corporate directives, policies and guidelines and provides:

- public servants in ministries with an accessible reference tool summarizing acceptable workplace conduct and behaviour - highlighting critical elements that must be observed and practiced by all employees
- ministries with a corporate OPS-wide overview that may be customized to individual needs and core businesses

A similar tool is planned for public servants in public bodies (agencies, boards and commissions).

Employment Policy Review

In the OPS, a number of policies provide direction on employment-related issues such as recruitment and selection, appointment, assignment and transfer, workforce adjustment, and suspension and termination for various employee groups. Employment policy direction is being modernized to:

- clarify and align direction concerning different employee groups within one policy instrument
- address substantive issues that have emerged since the last policy review
- promote advancements in human resource management.

Work completed includes jurisdictional scans, literature review and ongoing consultations with a range of stakeholders; working with HROntario service delivery partners, we will introduce updated policy direction in 2011/12.



New Attendance Management Policy

During 2009/10, HROntario undertook a comprehensive inter-jurisdictional review and consultations about the former Attendance Policy, Attendance Improvement Program and Attendance Support Program. A modernized Attendance Management Policy, introduced in April 2011, establishes principles and requirements for managing employee attendance and outlines the process for providing support to employees in achieving regular attendance at work.

The policy establishes one enterprise attendance threshold for the OPS (instead of different thresholds for each ministry), which is the pre-determined number of days an employee can be absent before action is taken under the policy. The policy is streamlined and has adaptable processes for bringing non-occupational innocent absences due to injury or illness, which meet the enterprise attendance threshold, to the attention of employees and for management assistance and support. Attendance plans with personalized attendance goals and timeframes based on medical information and other relevant factors determine the amount of employee support and assistance.

In addition to simplified management responsibilities, a tiered business support model provides managers with guidance. Webinars and resources helped to orient HROntario and Commission public bodies to the Attendance Management Policy and processes prior to the communication of the policy and guidance materials. Manager e-learning is being finalized and new sick leave reports are being developed. Ministries and Commission public bodies with higher than average sick leave must create action plans to move their attendance toward the enterprise attendance threshold.

Health and Safety Policy Framework – Inclusive, Safe and Respectful

To reflect our commitment to foster an inclusive, safe and respectful workplace, HROntario updated existing policies relating to health and safety as well as workplace discrimination and harassment prevention. In addition, a new Workplace Violence Prevention Policy has been introduced. The policies, listed below, also comply with changes to the *Occupational Health and Safety Act* that came into force on June 15, 2010:

- Occupational Health and Safety Policy
- Workplace Discrimination and Harassment Prevention Policy
- Workplace Violence Prevention Policy.

With an emphasis on prevention and effective response, these policies are part of the health and safety framework, and are supported by a range of programs and resources available through HROntario's Centre for Employee Health, Safety and Wellness.

Each of the above policies is reviewed annually to meet commitments and legislative requirements.

Compensation Restraint

In the 2010 Ontario Budget released on March 25, 2010, the government announced a responsible and balanced plan to control compensation costs in the public sector of the province. The *Public Sector Compensation Restraint to Protect Public Services Act, 2010* (the Act) received Royal Assent on May 18, 2010, and was effective March 25, 2010. The Act freezes compensation structures for non-bargaining employees of the Broader Public Sector and the OPS for two years. Specifically, the Act prohibits increases to rates of pay, pay ranges, benefits, and other payments in effect on March 24, 2010, except in the following circumstances:

- an employee's length of time in employment or office
- an assessment of performance
- an employee's successful completion of a program or course of professional or technical education.

Within the OPS, the Act applies to approximately 10,000 employees who do not bargain collectively, comprised of deputy ministers, associate deputy ministers, assistant deputy ministers, IT executives, directors, managers, and non-represented specialists.

Benefits

Shared responsibility, cost management, communication, and heightened employee engagement continue to be critical elements underlying the ongoing effort to provide a modern, competitive employee benefits package for a diverse workforce. Highlights for the past year include:

- implementation of drug card access and positive enrolment for employees represented by the Association of Management, Administrative and Professional Employees of Ontario - completing the expansion of access across the represented and non-represented employee groups
- updates to online benefits communications and administration forms to reflect compliance with accessibility standards and legislation
- communications that heighten employees' awareness of their benefits package, integration with other compensation components, and their roles and responsibilities in the administrative process.

The OPS will continue to work collaboratively with internal and external partners to monitor relevant trends, legislative and other changes, and to develop practical options for addressing challenges and opportunities.

Pensions

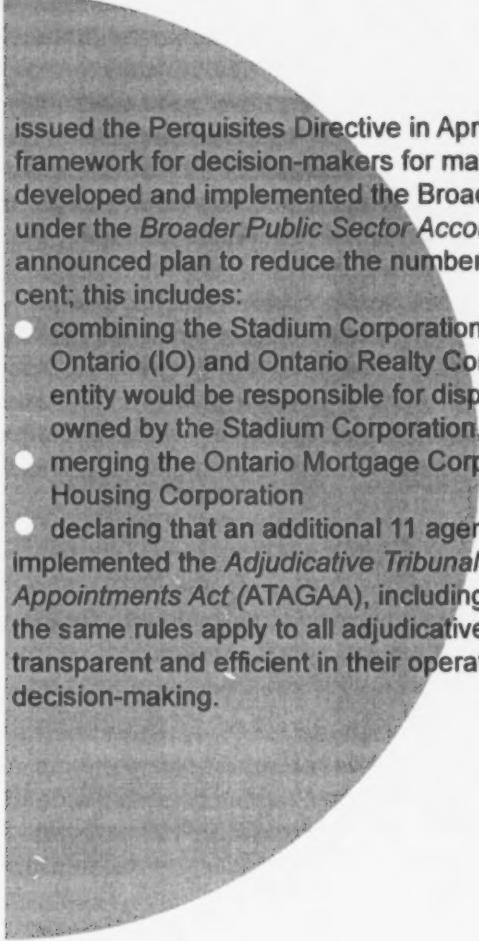
Strategies for funding OPS pension plans are based on a long-term outlook, however, short-term market fluctuations can sometimes affect the funding level of a plan. OPS pension plans experienced investment losses in 2008 as a result of the economic downturn, though investment gains in 2009 and 2010 have helped to stabilize the financial position of the plans. Gradual contribution rate increases for both employees and the employer were made in 2009 and 2010. Like many pension plan sponsors across Canada, the government is considering the creation of funding policies for the pension plans.

Actuarial valuations will be performed regularly for the OPS plans in order to monitor and assess their funded positions. Investment gains in 2009 and 2010 plus contribution rate increases have helped to mitigate the losses endured during the recent economic downturn. Going forward, strategic investment and effective risk management will continue to be a key focus of both pension plans.

Accountability and Oversight

Continuing to build on the government's fall 2009 commitment to implement new accountability measures to promote the prudent use of taxpayer dollars and to improve the transparency and accountability of government, HROntario undertook the following actions in 2010/11 to help bring about measurable change:

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- issued the Perquisites Directive in April 2011, which establishes an accountability framework for decision-makers for managing employment perks
- developed and implemented the Broader Public Sector Expenses Directive issued under the *Broader Public Sector Accountability Act, 2010*
- announced plan to reduce the number of government agencies by five per cent; this includes:
 - combining the Stadium Corporation of Ontario into the proposed Infrastructure Ontario (IO) and Ontario Realty Corporation (ORC) merger; the new IO/ORC entity would be responsible for disposing of the real estate assets currently owned by the Stadium Corporation, which will maximize the return to taxpayers
 - merging the Ontario Mortgage Corporation and the Ontario Mortgage and Housing Corporation
 - declaring that an additional 11 agencies would be dissolved.
- implemented the *Adjudicative Tribunals Accountability, Governance and Appointments Act* (ATAGAA), including the required regulations. ATAGAA ensures the same rules apply to all adjudicative tribunals, and that they are accountable, transparent and efficient in their operations while remaining independent in their decision-making.

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HR Management Practices

Effective program and service delivery are pivotal to achieve strategic objectives. We continue to improve capacity to implement programs and services that make the OPS an employer of first choice.

Recruitment Modernization

The OPS has introduced a barrier-free recruitment strategy, including developing easy to understand tip sheets and guides for hiring managers. The strategy ensures that job advertisements and job descriptions have been written in plain language. The focus is on skills and experience needed to do the job. Only bona fide job requirements are included in OPS job advertisements and job descriptions. We are now focussing on removing any remaining barriers in the resume review and screening process.

We continue to partner with Equitek to share OPS opportunities with 850 multi-cultural outreach partners across Canada.

Our Regional Recruitment Centres continue to deliver against the 67-day "time to hire" recruitment partnership standard with the average time to hire for 2010/2011 exceeding the standard at 55 days.

We implemented an open targeted recruitment pilot to increase the number of qualified external candidates to job postings and developed talent pools for hard-to-fill and high-turnover positions.

Executive Recruitment

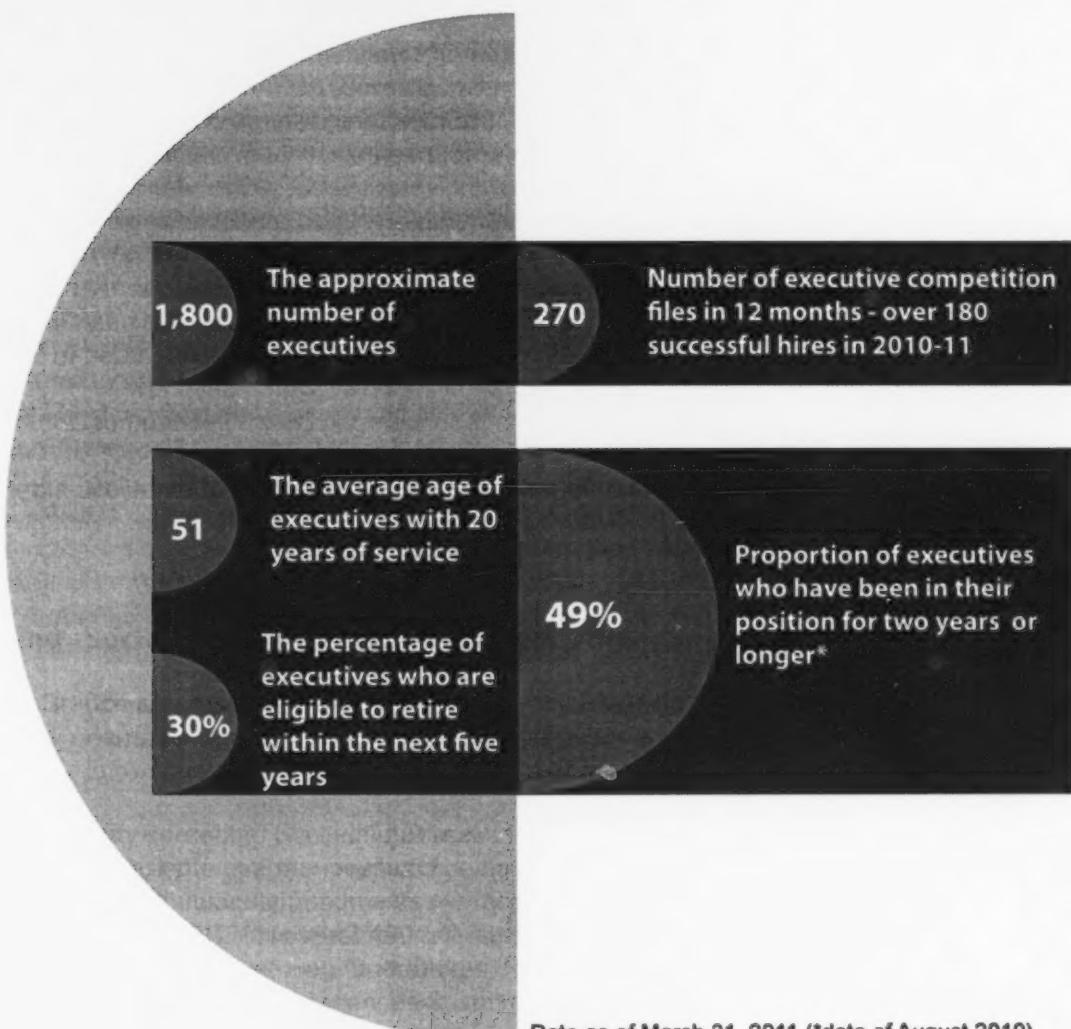
The Executive Talent Search Unit supports the organization to source, attract and hire top executive talent. The unit has expanded the organization's diverse pool of candidates through a LinkedIn pilot. They developed an OPS profile page to reach a broader, more diverse group of potential employees. Since the launch, an increased pool of qualified candidates (both active and passive job seekers) has been identified for critical (hard-to-fill) roles, resulting in successful hires at the executive level.

The LinkedIn tool is an excellent complement to the existing OPS talent management (TM) talent search tool. The TM talent search tool enables hiring executives to access timely information about employee readiness and willingness to move, supporting effective internal talent development and deployment. In 2010/11, approximately 250 enterprise-wide TM talent searches have supplemented competitions, more than half at the executive level.

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In partnership with the OPS Diversity Office, the Executive Talent Search Unit is developing a tailored version of the OPS Inclusion Lens to review the executive recruitment process.

Executives: Current Data





Talent Management

Since 2006, the OPS talent management framework has helped the organization to build leader-manager capacity and ensure that employees have the skills and capabilities to deliver quality public services.

About 8,000 managers and staff across the province annually assess their leader-manager competencies, take part in career conversations, and identify learning activities to meet their development needs for today and the future. As a result, employees who are identified as ready now to take on a higher or more complex role continue to be deployed at a faster rate than the overall population in the Talent Management Program.

Succession management continues to be an emphasis for the program. A number of tools to help plant succession management deeper into the organization with a focus on successor development have been launched. Over 7,600 successors were identified (an increase of over 25% from last year), one-third of which are ready immediately for the identified position. Careful planning and monitoring of successor development will continue to ensure potential successors are prepared for more complex roles in the future.

Conversations are central to the success of talent management. These conversations take place at many levels, between managers and employees, at ministry leadership tables, within regions, and across the enterprise. Deputy ministers met to discuss talent across lines of business as well as functional areas such as finance, information technology, communications, human resources, legal, and for the first time, policy. Regional talent forums meet on a regular basis to discuss the unique challenges in the east, north and west areas of the province, and are turning their attention to talent at deeper levels, beyond managers. At the highest level, the fifth Deputy Minister Retreat on Talent Management was held to discuss enterprise-wide talent strategies. A new three-year strategy for talent management was endorsed by the Deputy Ministers' Council and provides the structure for further program development.

Performance Management

Approximately 8,000 managers and other non-bargaining staff are using the online performance management tool. Since its introduction in 2007, participation levels have remained high, in part due to a tool that makes completing a performance and





learning plan simple and straightforward, and a renewed emphasis as an organization on the importance of performance management.

Performance differentiation continues to be a focus for the program, which has driven improvement in the distribution of performance ratings. By providing an outlet for managers to explain the rationale for assigning a conditional achievement rating, we are helping to make performance ratings a more meaningful assessment for employees. Managers are able to select one of the following reasons for the rating:

- employee requires support in how commitments are met
- no rationale for employee not meeting all requirements
- employee requires further development to learn a new or adjusted position.

We continue to support managers in addressing poor performance, including courses that help build capacity in providing feedback and coaching to employees. Performance Improvement Plans are a key tool available to managers to help employees who receive the lowest performance rating. Managers are held accountable to work with these employees to create and implement this plan, helping to ensure that employees receive the coaching and support they need to be successful in their role.

Learning and Development

OPS Learning and Development Branch continues to build and expand enterprise learning programming for all employees. In 2010/11, approximately 294,000 courses were filled including 262,000 through e-learning modules.

E-learning is becoming an integral part of our business and a key delivery method that allows us to reach a larger audience. E-learning is cost effective and reduces our carbon footprint. We have seen significant growth in e-learning from 97,000 modules completed in 2009/10 to 262,000 in 2010/11, representing a 170% increase in just one year. Several mandatory e-courses have been developed to meet legislative requirements. In 2010/11, 169,000 e-learning modules were completed on Bill 168, Workplace Violence Prevention and Workplace Discrimination and Harassment Prevention.

The Role of the Manager (ROTM) initiative was launched in May 2009. The program is made up of a number of components that will enhance and build capacity within the management cadre. The Management Foundations Program, a key component of the ROTM, is mandatory for all new managers. To date, over 1,800 managers have





attended this classroom-based program. In spring 2011, the latest components of this key leadership initiative were launched, including:

- iManage, a web portal where managers can easily find up-to-date information and resources tailored to their needs
- Management Foundations e-course to provide managers with basic information and tools and an understanding of their roles and responsibilities
- First 100 days program to support the on-boarding of new managers and executives.

Another component of the ROTM is the OPS leader-manager competency model which was refreshed in 2010. In 2011/12, a multi-faceted leadership curriculum will be developed to align to the leader-manager competencies. Learning will be modular-based and, through a combination of classroom, on the job and informal learning, will increase in complexity at each level from pre-management through to senior management.

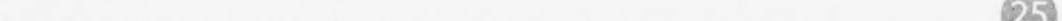
Programs for Youth and New Professionals

Established in 2005, the Youth and New Professionals Secretariat (YNPS) provides an enterprise-wide approach for attracting, recruiting, and retaining future generations of public servants. It manages the marketing and promotion of public service careers to youth and new professionals across the province and provides OPS employment experiences for approximately 6,000 youth and new professionals each year.

Youth and new professional programs include:

- Ontario Internship Program
- Summer Employment Opportunities (formerly Summer Experience Program)
- OPS Learn and Work Program (for youth in at-risk communities)
- OPS Internship Program for Internationally Trained Individuals
- OPS Internship Program for Internationally Trained Engineers
- OPS Ambassadors Program

For the summer of 2011, all summer employment positions were advertised together on the publicly accessible eCareers Internet site creating one window for students seeking summer jobs. Approximately 4,700 opportunities were available for students



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in over 170 communities across Ontario to work in the public service, related agencies and community groups.

In 2010/11, the YNPS leveraged the two-year federal government funding identified in the 2009 budget to:

- expand of the Summer Experience Program with an additional 1,000 opportunities
- place 242 internationally trained professionals into six-month paid internships.

The OPS Learn and Work program provides work experience for up to 135 youth each year in Toronto, Windsor, Thunder Bay and Hamilton. This program focuses on enabling high school students in at-risk communities to earn co-op credits towards their high school diploma.

YNPS coordinates the OPS Ambassadors Program, an enterprise-wide volunteer program engaging almost 750 staff at all levels. Ambassadors participate in outreach activities to promote the OPS as an employer of first choice.

The OPS Internship Program for Internationally Trained Individuals won the 2010 Career Bridge Program Award for the Public Sector Large Enterprise.

The OPS Internship Program for Internationally Trained Engineers was launched in March 2011. The program provides paid work placements of up to 25 individuals and is designed to give interns the relevant Canadian work experience required for licensing by Professional Engineers Ontario.

Health, Safety and Wellness

The Centre for Employee Health, Safety and Wellness was established on April 1, 2008 to provide effective, efficient, and consistent enterprise-wide health and safety advice and services. Key achievements over the past year include:

- launched up-to-date e-learning programs – SafeSmart – for both managers and employees that provide an understanding of the roles and responsibilities of workplace parties in occupational health and safety, and the prevention of workplace illnesses and injuries
- developed and implemented a comprehensive plan for complying with new requirements arising from amendments to the *Occupational Health and Safety Act* related to workplace violence and workplace harassment

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- provided program guides, training programs and communications materials for managers and employees
- developed a workplace violence risk assessment guide and corresponding resources
- developed a guide for managing IT-based workplace discrimination and harassment issues
- delivered 75 workplace flu clinics across the province offering both seasonal flu and H1N1 flu vaccinations
- completed an Infection Prevention and Control Guideline to offer guidance to ministries on measures to mitigate the impact of a pandemic
- launched a tool based on Google maps that identifies and tracks local joint health and safety committees, and health and safety representatives in all ministries and locations across the province
- delivered two theme-based wellness initiatives: "Raising Resilience" and "Healthy Sleep"
- developed a multi-year enterprise ergonomics plan to reduce risks of injury
- organized and delivered multi-ministry joint health and safety committee conferences to promote effective management of health and safety issues in the workplace
- implemented a single point of contact for workers' compensation and payment processing
- implemented electronic submission of reportable accidents to the Workplace Safety and Insurance Board.

Security Services and Contingency Planning

The Security Services and Contingency Planning Branch oversees the OPS Physical Security Operating Policy, which governs the safety of employees, clients, visitors, information, physical building, and other assets.

The Personnel Screening Checks Policy requires security screening (including police record checks) of individuals being considered for employment in certain positions of trust, including employees whose jobs involve working with identity documents (e.g., birth certificates), payroll, and sensitive IT systems. In 2010/11, over 2,400 security checks were undertaken. The OPS Contractor Security Screening Operating Policy applies to all non-OPS workers who may be contracted to deliver services in ministries and agencies. In 2010/11, about 11,400 contractor security checks were conducted.

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Labour Relations

The OPS continues to place a priority on effective and harmonious relations with its bargaining partners to achieve solutions that benefit the employer, employees and the public.

Centre for Employee Relations

The Centre for Employee Relations (CER) provides solutions to labour relations issues by working effectively with HROntario partners and our bargaining agents. CER works towards fostering positive labour relations and demonstrating value through measured performance and results.

In 2010/11, the CER focused on building HROntario and CER capacity to deliver best-in-class services by developing and fostering a culture of service excellence and continuous improvement and promoting positive labour relations.

Here are some highlights of the past year:

- Developed and/or facilitated labour relations training, which included:
 - delivering 31, province-wide, joint (union and management) Employee Relations Committee (ERC) training sessions with the Ontario Public Service Employees Union (OPSEU) in support of ministry ERCs
 - delivering ERC training to HROntario human resource advisors to support their activities at local employee relations committees.
- Developed and published internal tools for staff including:
 - how to properly research and prepare a case file
 - corporate disclosure including a variety of template examples
 - posting, including analysis, Grievance Settlement Board decisions of note for the HROntario community and providing analysis.
- Worked with HROntario partners and ministries to provide other training initiatives, such as:
 - overview of progressive discipline
 - the role of the manager in labour relations
 - overview of successor rights
 - managing poor performance and general performance management principles
 - reviewed and updated labour relations (LR) content for the Centre for Leadership and Learning two-day LR Training for Managers/HR/LR course

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- reviewed and updated labour relations content for the Centre for Leadership and Learning Management Foundations course.
- Continued to support the OPSEU Correctional Bargaining Unit Attendance Support and Management Pilot Program in the Ministry of Community Safety and Correctional Services, and the Ministry of Children and Youth Services.
- Designed and implemented the Attendance Tracking System for the two ministries. Second-year attendance targets were met by regular correctional officers and youth services officers – pilot program is currently in its third year, with attendance targets met in the first two of four years.
- Worked with the Ministry of Community Safety and Correctional Services to develop a comprehensive and tailored labour relations strategy.
- Currently completing the Annotated Collective Agreement Project and designing project interface for the Labour Relations Portal.

Union-Management Relations

The Union-Management Relations Branch focuses on building a positive, collaborative bargaining agent/management work environment, while leading activity on all collective agreement negotiations in the OPS. Close to 86% of OPS employees are represented by a bargaining agent.

In the 2010 Ontario Budget released on March 25, 2010, the government announced its policy statement on public sector compensation restraint for employees who bargain collectively. Employees who are part of a union or who bargain compensation collectively would see their current agreements honoured. When these agreements expire and new ones are negotiated, the parties are to seek agreements of at least two years' duration that do not include net compensation increases.

From August-October 2010, the government conducted detailed consultations with broader public sector and OPS bargaining agents and employers about reaching collective agreements that are consistent with the government's policy. The talks involved a respectful dialogue in which the government welcomed the parties' views, opinions and proposals on how they can come together to reach agreements acceptable to everyone, including the taxpayers, given current fiscal realities.

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During these consultations, the government was successful in reaching framework agreements that included two years of no wage increases with three OPS bargaining agents:

- Association of Law Officers of the Crown
- Ontario Crown Attorneys Association
- Ontario Provincial Police Association (OPPA).

Additional accomplishments over the past year include:

- successfully concluded negotiations with the OPPA with regard to the re-opening of the benefits transfer agreement on premium rates
- preparations to respond to OPSEU charter challenge and pay equity complaint
- preparations for the 8th Judges Remuneration Commission
- presented submissions to the 5th Justices of the Peace Remuneration Commission hearing regarding Justice of the Peace salary implementation
- responded to the 2nd Deputy Judges Remuneration Commission Report.



Employee Engagement

The OPS works continuously to ensure the delivery of high quality public services to the citizens and business community of Ontario. There can be no better guarantee of our ability to deliver quality service than building a highly engaged public service.

The biennial OPS Employee Survey provides us with some very important insight into how well we are doing in creating and implementing workplace practices that engage staff. Equally important is the effort made at enterprise, ministry and branch levels to improve those aspects of workplace practices that staff indicate as needing attention.

HROntario has a role to play by initiating changes to enterprise human resource policies, programs, and practices that will address priority areas as identified by staff. In response to what staff told us in the 2009 Employee Survey, in 2010/11 HROntario launched:

- a new OPS employee orientation program
- a new OPS Employee Career Planning Guide
- the OPS Manager's Guide to Employee Career Planning
- an updated Leader-Manager Competency Guide
- a new HROntario portal designed to improve access to HR information
- online Life Event bundles that pull together key HR and pay and benefits information about complex topics like retirement, becoming a parent, and religious holidays.

2011 OPS Employee Survey

The third biennial employee survey was conducted by Ipsos Reid on behalf of the OPS in February/March 2011. Survey content remained consistent with 2009. The survey response rate increased to 64% in 2011 from 59% in 2009. The survey results show a 3 point decline in the Employee Engagement Index to 69 in 2011 from 72 in 2009 (100 point scale). Our four corporate priorities are: job fit, recognition, career advancement, and leadership practices. These priorities will be addressed in our upcoming multi-year OPS Human Resources Plan.

OPS Wellness Strategy

Initiatives related to the OPS Wellness Strategy that was launched in 2008 are being implemented in stages. The Centre for Employee Health, Safety and Wellness

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(CEHSW) developed and implemented two theme-based healthy living initiatives across the OPS. Each initiative included a comprehensive web page on the OPS wellness online portal, regional learning events, and “how to” documents to assist clients in delivering location-specific programming.

First, “Raising Resilience” (spring 2010) provided both employees and managers with practical strategies to enhance mental health and well-being at work. Of the 14 regional learning events organized by CEHSW, five were offered exclusively to managers. In total, 600 participants received training through the management component of the initiative.

Second, “Healthy Sleep” was launched in fall 2010 to assist staff in understanding and addressing the potential negative impacts of lack of or poor quality sleep. Several regional speaker sessions were delivered as well as links to community resources and program-related materials.

To support the implementation of the theme-based healthy living initiatives, CEHSW also established an enterprise-wide Healthy Living Network, comprised of 35 representatives from every ministry and/or cluster of ministries.

Flexible Work Arrangements

The OPS Flexible Work Strategy has been created to further advance our commitment to being a modern employer. Flexible work includes compressed work weeks, flexible hours, part-time work, job-sharing, pre-retirement part-time employment and telework (or telecommuting). Many flexible work arrangements and telework pilots already exist in the OPS; however, the multi-year strategy, to be communicated through a phased rollout later this year, will include corporate guidance, best practices, tools and resources that will help build and sustain a flexible work culture.

By encouraging flexibility in when, where and how we work, we will not only improve the level of our customer service, but also attract and retain the best talent, reduce our environmental impact, and overtime rationalize our real estate accommodations requirements.



